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SECNAVNOTE 5420
ASN (M&RA)
03 March 2000

SECNAV NOTICE 5420

From: Secretary of the Navy
To: All Ships and Stations

Subj: THE 1999 REPORT OF THE SECRETARY OF THE NAVY'S MARINE
CORPS RESERVE POLICY BOARD (MCRPB)

Ref: (a) SECNAVINST 5420.184D

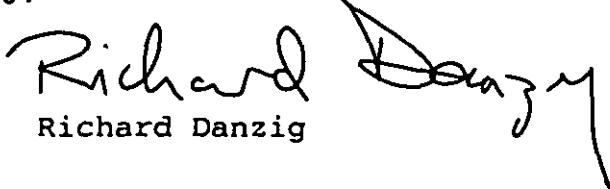
Encl: (1) The Secretary of the Navy's comments and positions on
the 1999 MCRPB recommendations

1. Purpose. To publish the proceedings of the 1999 MCRPB per
reference (a). The MCRPB met in annual session 11-19 September
1999 and considered the enclosed policy issues.

2. Action

a. The Commandant of the Marine Corps will accomplish
appropriate action on items and provide updated, written comments
on all the enclosed items to the Deputy Assistant Secretary of
the Navy (Reserve Affairs) (DASN (RA)) by 18 August 2000. Ensure
item 99-006 is forwarded for consideration to the Reserve Forces
Policy Board by 3 April 2000. Additionally, ensure widest
dissemination of this notice throughout the Marine Corps Reserve.

b. The Chief of Naval Operations will provide a written
update on item 99-04 to the Commander, Marine Forces Reserve and
the DASN (RA) by 18 August 2000.


Richard Danzig

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RECOMMENDATIONS OF THE 1999 MARINE CORPS RESERVE POLICY BOARD

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ITEM: 99-01

SUBJECT: ACCESSIBILITY AND RETENTION

DISCUSSION: Reserve Affairs Division of Headquarters Marine Corps implemented a Selected Marine Corps Reserve (SMCR) on-line exit survey in 1999. Marines who filled out the survey selected "employer - employee conflict" as the number one reason of the options available as the primary reason they were leaving the SMCR. Concurrently, a survey by the Marine Corps Reserve Policy Board (MCRPB) was completed to evaluate the impact of extended active duty on retention, and subsequent accessibility.

The MCRPB survey was sent to Reservists who participated in Operation Sea Signal (OSS) in 1994. During this period, three provisional rifle companies composed of members of all three Reserve infantry regiments participated in the operation under ADSW orders of approximately 30 days. This group experienced only limited work conflict problems. The OSS survey results indicate that 30-day volunteer ADSW service did not have a significant negative impact on retention and that supporting real world operations (like OSS) was a positive experience.

While OSS participants reported a high level of satisfaction with extended participation, participants of the Reserve Affairs Division exit survey overwhelmingly cited work conflict as the reason for leaving the Reserves. This dichotomy requires additional analysis to determine how Marine Forces Reserve can enhance their Status of Resource Training System (SORTS) in SORTS manpower readiness categories.

MCRPB RECOMMENDATIONS: That the Marine Corps allocate resources to analyze existing exit surveys and establish a second-generation survey to identify attrition factors from the SMCR. Results of the OSS survey should be factored into the next-generation survey.

CMC COMMENT: The Marine Corps Reserve is currently developing a second-generation online exit survey. This survey is the Marine Corps Reserve Online Exit Survey (MCROLES) II. The first

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iteration of the survey had fundamental flaws and the results could not be evaluated. The updated survey will provide data to analyze why a Marine is leaving and the reasons that may keep a Marine affiliated with a unit.

Marines who participated in Operation Sea Signal were volunteers on Active Duty Special Work orders for a period of 30 days. This population is significantly different from the SMCR population that drills with a unit. The two populations can not be compared with regard to civilian occupational difficulties. MCROLES II includes 8 comments on civilian job conflict and allows the Marine to evaluate the comment and rate it 1-5. This, along with the other issues for SMCR Marines: family, promotion, financial, training, Military Occupational Specialty qualification, will allow analysis to determine more precisely why an SMCR Marine leaves the Corps.

MCROLES II was implemented with MARADMIN 512/99 released on 17 November 1999.

SECNAV COMMENT: Concur with the CMC to update and analyze the new Reserve exit survey.

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ITEM: 99-02

SUBJECT: RESERVE ADMINISTRATION AND TRAINING

DISCUSSION: The increased use of Reserve personnel for Active component operations tempo relief, and other requirements, is met with the requirement for better training of active duty administrators in the peculiarities of Reserve administration. This has resulted in a significant increase in pay and administrative problems for the reservists performing active duty. Compounding this problem is the lack of Reserve specific administration training at the Military Occupation Specialty (MOS) training school or the administrative chief's course. In addition, few administrative Marines assigned to serve in Marine Forces Reserve attend the two-week Reserve administration course. They are expected to learn "on the job." With the expanded use of Reserve personnel in support of the Active component, the training process to support reservists administratively must begin at the basic MOS training school, and be continuously taught throughout an administrator's career.

MCRPB RECOMMENDATIONS: That the Marine Corps incorporate Reserve specific administrative requirements in the Administration MOS training school curriculum, and follow-on administrative courses.

CMC COMMENT: Joining Reserve component Marines to the active component has become more efficient since the Gulf War when the Marine Corps transitioned from two different pay systems (active and Reserve) to the consolidated Marine Corps Total Force System (MCTFS). The MCTFS allows Reserve personnel to move in and out of active duty much easier than before. The key to this administrative support relies upon the initial notification of active duty (issuance of orders) and the ensuing transfer entry from the Reserve component to the active component. Once these two items are accomplished, active duty administrators are required to complete an initial join entry and start the necessary locality entitlements. Most of the Reserve record moves seamlessly from its Reserve status to the active status without further intervention.

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From a training perspective, these transactions are no more unique than transferring a Marine to appellate leave or processing a Marine from desertion. At the Personnel Administrative (PA) School teaching is focuses on the basics of gains and losses and rely upon written documentation to provide clarification on the remaining 100+ join transactions and the dozens of different transfer transactions.

Some slight variation in administrative procedures exist when managing pay related transactions for the Reserve Marine as compared to the active duty Marine. These differences are primarily found in the performance of the 0121, Personnel Clerk's duties. Differences in active and Reserve administrative processes performed by the 0151, Administrative Clerk is negligible.

The Personnel Administrative School trains approximately 845 Marines in the 0121 entry-level curriculum each year. Of this total, approximately 65 Marines enter the Marine Corps administrative field under the Reserve component.

Each year PA School conducts three classes which focus on Reserve administration. This course is a career level or follow-on course to entry level training. The Reserve Administration Course has been constructed to focus on Reserve unique requirements. This course can be completed within the time constraints of an annual training period. The school can schedule more than three classes in any given year if additional courses are required to meet the available and interested student population. Distance Learning (DL) initiatives are being considered for this curriculum

SECNAV COMMENT: Concur with the CMC to continue DL initiatives to ensure instruction of Reserve administration.

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ITEM: 99-03

SUBJECT: DISTANCE LEARNING (DL) TO IMPROVE MILITARY
OCCUPATION SPECIALTY (MOS) MISMATCH

DISCUSSION: Selected Marine Corps Reserve (SMCR) units face recurring challenges from MOS mismatches resulting in reduced readiness. Issues include a shortage of available course seats to some extended length MOS courses. Other factors such as rank/grade and existing primary MOS may disqualify a Reserve Marine from attending an entry-level MOS producing school. Distance learning is a viable and cost-effective alternative to meet Reserve-training needs.

The priority student population for DL in the SMCR should be the population of Marines who hold Table of Organization billets for which they do not have the correct MOS. Readiness is dependent on MOS match.

MCRPB RECOMMENDATIONS: That the Marine Corps develop DL courseware to gain more MOS qualified personnel. That a specific DL Plan of Action and Milestones (POA&M) be published by the end of FY00. That this POA&M identify a plan to increase MOS qualification via DL.

CMC COMMENT: Marine Forces Reserves (MARFORRES) has undertaken action as a result of this recommendation to develop a plan of action. The Marine Corps Combat Development Command's (MCCDC) Training and Education Division and MARFORRES has agreed to publish a DL plan by the end of FY00. Issues such as computer access, course content, instructors, and students will be addressed as well as several technology concerns. This plan will support the proposed MARFORRES order on the Reserve Alternate Training Program for MOS qualification.

SECNAV COMMENT: Concur with the CMC comment to support the MCCDC and MARFORRES plans to use DL to enhance readiness by improving MOS qualification.

ITEM: 99-04

SUBJECT: NAVAL MEDICAL/DENTAL SUPPORT TO MARINE FORCES RESERVE
(MARFORRES) AND PERSONNEL READINESS REPORTING

DISCUSSION: Manning of medical officer and corpsmen billets in Program 9 at MARFORRES is inadequate. Personnel are assigned on a priority basis to units designated as immediate crisis responders in current operational plans. These units are required to have high Status of Resource Training System (SORTS) readiness. This assignment process leaves other units with a smaller share of the medical manpower pool and results in reduced medical readiness throughout MARFORRES. Billets on the tables of organization (T/O) are used to report SORTS. However, not all T/O billets are funded for manning.

MCRPB RECOMMENDATION: That the assignment of doctors and corpsmen in Program 9 medical support to MARFORRES be enhanced.

CMC COMMENT: The assignment of Navy medical personnel to Program 9 is a difficult issue. There is a shortage of medical personnel within the entire Program 9 community. This issue is currently under review and is being studied for possible solutions. One solution is the assignment of active duty medical personnel to these line numbers (Medical Augmentation Program). These medical personnel currently fill billets at bases and stations and upon mobilization they would report to the appropriate unit for deployment. Recommendations to change the Status Code on the Tables of Organization to allow for the accounting of these medical personnel is currently under review within the Marine Corps Total Force Structure Division.

CNO COMMENT: Program 9 manpower assignment priorities are based on Commander in Chief (CINC) mobilization requirements. The Naval Reserve is currently updating the accounting procedures for Program 9 assignments.

SECNAV POSITION: By 18 August 2000, the Chief of Naval Operations will provide a written plan to the Commander, MARFORRES and the Deputy Assistant Secretary of the Navy (Reserve Affairs) describing Program 9 manning.

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ITEM: 99-05

SUBJECT: LIMITED DUTY STATUS FOR INACTIVE DUTY TRAINING (IDT)

DISCUSSION: The readiness of the Marine Corps Reserve could be improved by authorizing Reservists to drill in a limited duty status while temporarily not physically qualified (TNPQ). Directives on limited duty status and TNPQ for Department of the Navy personnel are described in BUPERSINST 1001.39C and the Marine Corps Reserve Administrative Management Manual (MCRAMM). The MCRAMM does not permit Reservists who are not "fit for full duty" to drill in any capacity.

Personnel from the Army Reserve, the Air Force Reserve, and the Army National Guard, are authorized to perform periods of Inactive Duty Training (IDT) if they meet a "Fit for Duty Profile" from an appropriate health care provider. The "Fit for Duty Profile" determines if a Reservist can perform in his/her primary MOS. If the Reservist is medically unable to perform in the primary MOS, the local commander may authorize appropriate alternate drill duties. Flexibility is encouraged and drill attendance is maximized.

MCRPB RECOMMENDATION: That the Secretary of the Navy consider changes to appropriate directives to allow a TNPQ Reservist to perform some types of IDT.

CMC COMMENT: This item has merit and we are reviewing our current policies. Upon completion of this review, a report will be forwarded to the Marine Corps Reserve Policy Board.

SECNAV COMMENT: Concur with the CMC comment.

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ITEM: 99-06

SUBJECT: FULL COMMISSARY PRIVILEGES

DISCUSSION: Commissary privileges for members of the Guard and Reserve who earned fifty or more retirement points in the prior year are currently limited to 24 visits per calendar year in addition to unlimited visits while on active duty. In keeping with the efforts to streamline business practices and eliminate barriers to total force integration, qualified members of the Guard and Reserve should be allowed unlimited use of the commissary.

The Navy's Office of Legislative Affairs estimates that approximately \$1.3 million is spent annually to administer the current system of commissary cards. While a controlled document, the commissary card system has few real operating controls and should be completely eliminated, providing substantial cost and time savings with no significant impact to either the commissary system or the commercial grocery system.

Many Guard and Reserve members do not utilize the commissary to the extent currently provided. This is substantiated by the fact that commissary sales did not increase concurrent with the increase from 12 to 24 commissary visits per year.

Finally, we believe that unlimited commissary privileges to qualified members of the Guard and Reserve will eliminate an unnecessary structural and cultural barrier to Total Force integration, and is in keeping with Secretary Cohen's memorandum of 4 September 1997. Additionally, this is consistent with our efforts to implement Better Business Practices.

MCRPB RECOMMENDATION: That the Secretary of the Navy endorse unlimited use of the commissary to qualified members of the Guard and Reserve and forward the issue to the Reserve Forces Policy Board (RFPB) for consideration.

CMC COMMENT: The Marine Corps strongly supports enhanced benefits for our Reserve Marines. Because this is an issue that

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will impact each of the Services we believe that the RFPB may be the forum where this issue may be addressed. We recommend that this issue be forwarded to the RFPB for consideration.

SECNAV POSITION: Concur with the CMC comment. The CMC representative to the RFPB will ensure this item is forwarded to the RFPB by 24 March 2000.

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ITEM: 99-07

SUBJECT: AUTOMOBILE DECALS FOR SELECTED RESERVE MEMBERS

DISCUSSION: Automobile decals for Selected Marine Corps Reserve (SMCR) members are currently issued at the discretion of individual Marine Corps base and station commanders. The policy is inconsistent and a cultural barrier to Total Force integration. Certain base and station commanders authorize base automobile decals for reserve members. However, a number of installations do not.

SMCR members are paradoxically eligible for automobile decals after retirement, but not while in a drilling status.

Marine Corps Reservists are recognized as integral members of the Total Force. This inconsistent cultural barrier needs to be eliminated in accordance with Secretary Cohen's memorandum of 4 September 1997. This change will facilitate the SMCR member's convenient entry and use of authorized exchange and commissary facilities at the local installation.

MCRPB RECOMMENDATIONS: That the Marine Corps direct a policy for Marine Corps installation commanders to issue base or station automobile decals for SMCR members assigned to that installation. Additionally, when requested by the SMCR member, if the SMCR member is not assigned to drill at a base nearest his/her current, local residence, that the nearest Marine Corps installation will issue the SMCR member an automobile decal.

CMC COMMENT: Current policy within Marine Corps Order 5110.1C (an order that is published jointly) already supports the issuance of base decals to Reserve Marines. Paragraph 3-1 states that "a person who lives or works on a military installation or often uses the facilities will be required to register his or her vehicle." A more detailed assessment will be conducted of those Reserve units located on bases and stations.

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If the Marine Corps Policy regarding issuance of decals is not followed at specific installations, appropriate action will be taken. Issuance of base decals is based on need of accessibility.

SECNAV COMMENT: Concur with the CMC comment.

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ITEM: 99-08

SUBJECT: ADOPTION OF COMPLEMENTARY TOTAL FORCE STRUCTURE

DISCUSSION: The Total Force Marine Corps embraces one fully integrated culture of Active and Reserve components, and complementary component operational capabilities. Clearly, the Active and Reserve Components share certain fundamental attributes, tactics, equipment and skills implicit to Marine Corps missions and capabilities. However, short and long term mission and competency training requirements, as well as funding, equipment and personnel variances, dictate functions unique to the Reserve and, conversely, unique to the Active component. Consideration of complementary Reserve functions and structure would provide an enhanced Total Force capability and provide realistic alignment of personnel and equipment resources.

A future Force Structure Planning Group (FSPG) could address Total Force structure and be cognizant of unique Reserve component assets to support appropriate missions.

MCRPB RECOMMENDATIONS: That the Marine Corps develop a fully integrated FSPG by analyzing, in addition to the Marine Forces Reserve role as a force multiplier, the unique and complementary functional capabilities of the Marine Corps Reserve.

CMC COMMENT: The Marine Corps Reserve is a complementary vice a totally mirrored force. The Marine Corps conducted a Total Force Structure Planning Group in 1999. The FSPG recognized that the Total Force Marine Corps of 2010 will depend heavily on the reinforcement and augmentation provided by the Reserve Component. While the 1999 FSPG did make recommendations for both Active and Reserve Components, it also recommended a bottom-up review of the Reserve Component "to fully determine the 2010 Reserve Component's optimum organizational structure." One of the recommendations of the FSPG was to analyze the appropriate active/reserve capability to balance Reserve roles and strengthen the link between the Marine Corps and the American people.

SECNAV COMMENT: Concur with the CMC comment.